

WELFARE-TO-WORK

HANDBOOK

A. INTRODUCTION

Honoring his pledge to “end welfare as we know it,” President Clinton last fall signed the historic welfare reform bill. Central to this legislation is the requirement for welfare recipients to find gainful employment. To that end, the President has urged private employers and directed Federal agencies to make special efforts to help welfare recipients enter the work world successfully. (The President’s memorandum that implements the Welfare-to-Work Program is provided at Appendix 1.)

The Department of Defense (DoD) is taking an active role in this effort. Through the collaboration of many Defense Components, the Department prepared a plan to recruit welfare recipients to fill entry-level positions across the country, consistent with applicable laws and regulations. Placement of welfare recipients in these positions will meet needs not only in the civil service but also in our nonappropriated fund activities, such as base exchanges and recreation facilities. In addition, we are encouraging our contractors to take similar actions. (Secretary Cohen’s memoranda to key military and civilian leaders announcing the program appears at Appendix 2.)

This handbook contains information to assist managers, supervisors, and personnel offices in implementing the Welfare-to-Work Program. The handbook provides:

- Information on outreach sources to aid recruiters in structuring their hiring plans to target welfare recipients
- Comprehensive directories of resource people to contact
- Information regarding hiring authorities and constraints
- Information and suggestions that activities may wish to consider to help train and retain their new employees
- Reporting requirements for monitoring the success of the program
- Questions and answers regarding the Welfare-to-Work Program

To make managers and supervisors aware of the program, DoD distributed copies of the memoranda from the Secretary of Defense to the Department's key military and civilian leaders. The Secretary's memoranda as well as this handbook can be accessed via the Civilian Personnel Management Service (CPMS) web site at <http://www.cpms.osd.mil>. This web site will be used to disseminate current information regarding the program.